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ABSTRACT

A study investigated past socialization processes that affected particular women's career choices and career mobility in the leisure services field. The study's purposes were: (1) to ascertain the presence of management-related success socialization factors in current female professionals and female students in the leisure services field within the Twin Cities (New Mexico) area; (2) to identify socialization patterns that affected career choice decisions of individuals in the leisure services field; and (3) to identify ideals that women share concerning supervision and administration in leisure services. The experimental design was a focused in-depth interview schedule using a random sample of 20 female undergraduate leisure services students and 20 female leisure services professionals in the Twin Cities area. The presence of management-related success socialization factors, as established in research on women in business and management, was not ascertained in the women in this study. Patterns of socialization arose that affected career choice decisions, especially influence from family and friends. The women in this study furnished definite perceptions about supervisors and administration in the field of leisure services and offered ideas they felt should be pursued in education. (Author/JM)

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MANAGEMENT FACTORS OF WOMEN IN LEISURE SERVICES

(A paper presented at the A.A.H.P.E.R.D. Research Consortium in Minneapolis, Minnesota in April, 1983.)

By

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ABSTRACT

MANAGEMENT FACTORS OF WOMEN IN LEISURE SERVICES
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This study was designed to investigate the past socialization processes that affect career choice and career mobility in the field of leisure services. The purposes of this study were: 1. To ascertain the presence of management related success socialization factors in current female professionals and female students in the field of leisure services within the Twin Cities area; 2. To identify patterns of socialization that affected career choice decisions of those individuals in the field of leisure services; 3. To identify ideals that women share concerning supervision and administration in leisure services. The experimental design for this study was a focused in-depth interview schedule using a simple random sample of 20 female undergraduate students and 20 female professionals in leisure services in the Twin Cities area. The procedures for treating the data utilized the SPSS computer programs of frequencies, cross tabulations, and multiple responses. This study suggested that trends and patterns existed within the defined sample and should be explored with more women in the field of leisure services. The presence of management related success socialization factors as established in research on women in business and management was not ascertained in the women in this study. Patterns of socialization arose that affected career choice decisions, especially that influence from family and friends. The women in this study furnished definite perceptions about supervisors and administrators in the field of leisure services. Participants in the study were not negative about their own educational experiences but presented many suggestions and ideas that they felt should be pursued in education. Potential application of the results of this study should encourage one to continue to eliminate discrimination against women in management and to offer up-dated educational experiences for new generations of practitioners to insure equality and respect within the field of leisure services.

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AS A WOMAN IN LEISURE SERVICES THE AUTHOR WAS INTERESTED IN IDENTIFYING BARRIERS TO WOMEN SEEKING TO PROFESSIONALLY PROGRESS WITHIN THE FIELD OF LEISURE SERVICES. MY MOTIVATION IN THIS STUDY STEMMED FROM PERSONAL CAREER GOAL DEVELOPMENT AND A NEED AS AN EDUCATOR TO UNDERSTAND THE NEEDS OF THE CLIENTS BEING SERVED WITHIN THE EDUCATIONAL SYSTEM, SPECIFICALLY UNDERGRADUATE PROGRAMS IN LEISURE STUDIES. THERE WAS CONCERN FOR THE WOMEN IN THE FIELD OF RECREATION, PARKS AND LEISURE SERVICES TO RECEIVE THE OPPORTUNITIES AND SKILLS NECESSARY FOR UPWARD MOVEMENT IN MANAGEMENT IF IT IS SO DESIRED--THAT THEY NOT BE LOCKED INTO MIDMANAGEMENT OR "HELPING SERVICES" BY THEIR PAST SOCIALIZATION PROCESSES.

DESPITE THE FACT THAT CHANGE IN THE STATUS OF WOMEN HAS BEEN MANDATED BY FEDERAL GOVERNMENT POLICIES AND LEGISLATION OF THE PAST DECADE AND ENCOURAGED BY NUMEROUS PROGRAMS WHICH HAVE DEVELOPED TO COUNSEL WOMEN IN MAKING EDUCATIONAL AND CAREER CHOICES, IMPROVEMENT IN THE STATUS OF WOMEN WITHIN THE LEISURE SERVICES PROFESSION HAS NOT BEEN EVIDENT. THE NUMBER OF WOMEN STUDENTS AT THE BACCALAUREATE AND MASTERS' LEVELS OF LEISURE EDUCATION PROFESSIONAL PREPARATION PROGRAMS HAD RISEN IN THE 1970'S BUT THE NUMBER OF WOMEN IN ADMINISTRATIVE POSITIONS WAS FAR BELOW A PROPORTIONATE PERCENTAGE.

WOMEN ARE PLAYING AN INCREASINGLY LARGE PART IN THE WORK FORCE OF THE LEISURE SERVICES FIELD. A STUDY CONDUCTED BY STEIN AND LANCASTER IN 1976 INDICATED THAT 40.0 PERCENT OF THE STUDENTS AT THE BACHELOR AND MASTER DEGREE LEVELS WERE WOMEN AND WOMEN CONTINUE TO BE ATTRACTED TO THIS FIELD. EDUCATORS WERE

BEING REQUIRED TO DEVOTE LESS TIME IN ACTUAL TEACHING BUT MORE TIME IN HELPING INDIVIDUALS DEVELOP PROFESSIONAL COMPETENCIES.[1] STEIN AND HENKEL FOUND IN 1978 THAT THE PERCENTAGE OF WOMEN STUDENTS HAD RISEN TO 47.0 PERCENT AND THAT BY 1980, WOMEN WOULD HAVE SURPASSED MEN IN TERMS OF ENROLLMENT IN EDUCATIONAL PROGRAMS. THEY SUGGESTED THAT A BALANCE OF STUDENTS AND PRACTITIONERS ON THE BASIS OF SEX IS APPROPRIATE. BASED ON TRENDS, THEY QUERIED AS TO WHETHER RECREATION, PARKS, AND LEISURE SERVICES WILL BECOME A FEMALE DOMINATED PROFESSION.[2]

IN 1980, STEIN EVIDENCED THE INCREASE OF UNDERGRADUATE WOMEN ENROLLING IN RECREATION AND PARKS PROGRAMS AS HAVING RISEN TO 57.0 PERCENT.[3]

A 1970 N.R.P.A. STUDY REVEALED THAT ONLY 15.0 PERCENT OF THE ADMINISTRATIVE POSITIONS IN THE FIELD WERE HELD BY WOMEN.[5] ACCORDING TO DUNN, WOMEN HAVE ACTUALLY LOST GROUND SINCE 1928, WHEN THEY COMPRISED SLIGHTLY LESS THAN HALF OF THE FULL-TIME YEAR-ROUND STAFF IN RECREATION. SINCE THEN, EXCEPT FOR A BRIEF PERIOD DURING WW11, THERE HAS BEEN A SIGNIFICANT DECREASE IN THAT NUMBER. BY 1970, ONLY 20.0 PERCENT OF THE FULL-TIME YEAR-ROUND STAFF IN RECREATION WERE WOMEN. DUNN EXPRESSED FEAR THAT, IN THE LONG RUN, FEMALE RECREATION STAFF MAY BECOME AN ENDANGERED SPECIES.[6]

THEOBALD'S 1976 REPORT, "THE FEMALE IN PUBLIC RECREATION," INDICATED THAT MANY WOMEN IN THE FIELD OF RECREATION FEEL THAT THEY HAVE EXPERIENCED DISCRIMINATION.[7] KERR HAS ALSO EXPANDED THIS ARGUMENT. SHE COMPARED THE VARIABLES IN HIRING AND PROMOTING PRACTICES AND FOUND THAT WOMEN MUST HAVE MORE EXPERIENCE THAN MEN TO ACHIEVE THE SAME LEVEL POSITION IN RECREATION, KERR URGES FURTHER RESEARCH WITH RESPECT TO GENDER AS IT RELATES TO SUCCESS IN THE LEISURE SERVICES PROFESSION.[8]

PURPOSE OF THE STUDY

ALTHOUGH THE ROLE OF WOMEN WITHIN LEISURE SERVICES WAS IDENTIFIED CLEARLY AS A MATTER OF INCREASING IMPORTANCE TO THE PROFESSION, VERY LITTLE INFORMATION ON THIS TOPIC WAS AVAILABLE. THIS STUDY WAS INTENDED TO CONTRIBUTE TO FILLING THAT VOID AND TO SUGGEST SOME REASONS FOR THE CLUSTERING OF WOMEN AT THE BOTTOM RANKS OF THE RECREATION PROGRESSION, OBVIOUSLY, THIS HAS BEEN A COMPLEX SOCIOLOGICAL PHENOMENON, AND THE EXPLANATION PROBABLY CANNOT BE REDUCED TO A SINGLE CAUSE. SOME OF THE RESEARCH INDICATED THAT DISCRIMINATION AGAINST WOMEN HAS PREVENTED THEM FROM ACHIEVING MANAGEMENT LEVEL POSITIONS IN LEISURE SERVICES. THIS STUDY CONCENTRATED ON FACTORS IN THE FEMININE SOCIALIZATION PROCESS WHICH MAY INFLUENCE THE PROFESSIONAL ADVANCEMENT OF WOMEN.

IT WAS NOT THE RESEARCHER'S PURPOSE TO MAKE VALUE JUDGMENTS ABOUT SOCIALIZATION PATTERNS, BUT RATHER TO TRY TO MAKE SOME GENERALIZATIONS ABOUT THE CAUSAL RELATIONSHIP BETWEEN CERTAIN ATTITUDES AND BEHAVIORS AND SUCCESS (OR THE LACK OF IT) WHICH WOMEN ARE TYPICALLY SOCIALIZED TO HAVE IN THE FIELD OF RECREATION, PARKS, AND LEISURE SERVICES.

STATEMENT OF THE PROBLEM

AS SHOWN IN EDUCATIONAL, SOCIOLOGICAL, AND BUSINESS RESEARCH, THE SOCIALIZATION PROCESS FOR WOMEN IN OUR SOCIETY PLAYED A LARGE PART IN THE EFFECTIVENESS AND SUCCESS OF WOMEN IN MANAGEMENT POSITIONS. IN ORDER TO VIEW THE FUTURE OF WOMEN IN LEISURE SERVICES, IT WILL BE NECESSARY FOR THE PLANNERS OF THE EDUCATIONAL PROCESS TO UNDERSTAND BEHAVIORS THAT MAY HAVE EVOLVED FROM THE INDIVIDUAL'S PAST SOCIALIZATION.

THE PURPOSES OF THIS STUDY WERE:

1. TO ASCERTAIN THE PRESENCE OF MANAGEMENT RELATED SUCCESS SOCIALIZATION FACTORS IN CURRENT FEMALE PROFESSIONALS AND FEMALE STUDENTS IN THE FIELD OF LEISURE SERVICES WITHIN THE TWIN CITIES AREA OF MINNESOTA.
2. TO IDENTIFY PATTERNS OF SOCIALIZATION THAT AFFECTED CAREER CHOICE DECISIONS OF THOSE INDIVIDUALS IN THE FIELD OF LEISURE SERVICES; AND
3. TO IDENTIFY IDEALS THAT WOMEN SHARE CONCERNING SUPERVISION AND ADMINISTRATION IN LEISURE SERVICES.

SCOPE OF THE STUDY

FOR THE PURPOSES OF THIS STUDY TWO POPULATIONS WERE INTERVIEWED: FEMALE UNDERGRADUATE STUDENTS IN THE DIVISION OF RECREATION, PARKS AND LEISURE STUDIES AT THE UNIVERSITY OF MINNESOTA AND WOMEN IN THE FIELD OF LEISURE SERVICES EMPLOYED AS PROGRAM SUPERVISORS OR THE EQUIVALENT WITHIN THE TWIN CITIES AREA. INITIAL CONTACT WAS MADE WITH EACH WOMAN TO ESTABLISH HER ELIGIBILITY ACCORDING TO THE CRITERIA OF THE STUDY. TWENTY WOMEN FROM EACH GROUP WERE RANDOMLY SELECTED FROM THE LISTS OF ELIGIBLE CANDIDATES, AND THEY WERE ASKED TO VOLUNTARILY PARTICIPATE IN AN INTERVIEW THAT PROBED THE SUCCESS FACTOR CHARACTERISTICS WITHIN THEIR PAST SOCIALIZATION.

THE PARAMETERS OF THE RESEARCH WERE TO COMPARE LIKE CHARACTERISTICS AND VARIABLES AFFECTING WOMEN IN LEISURE SERVICES WITH CHARACTERISTICS OF WOMEN IN BUSINESS MANAGEMENT.

AS ESTABLISHED BY RESEARCH ON WOMEN IN MANAGEMENT, AND TO IDENTIFY UNIQUE CHARACTERISTICS WHICH COULD BE RELEVANT TO HIGHER EDUCATION INSTRUCTION AND CURRICULUM DEVELOPMENT. THE INHERENT ASSUMPTION WAS THAT ALL PERSONS MOVED THROUGH PAST BASIC SOCIALIZATION EXPERIENCES WHICH THEY CAN REMEMBER IN FUTURE CONVERSATIONS.

THE TEST INSTRUMENT WAS DEVELOPED BY THE RESEARCHER AFTER A REVIEW OF LITERATURE INDICATED A VARIETY OF INSTRUMENTS FOLLOWED A SIMILAR PATTERN OF QUESTIONING AS THAT FOUND IN MARGARET HENNIG'S RESEARCH AT HARVARD UNIVERSITY WITH WOMEN IN BUSINESS ADMINISTRATION.[9]

LIMITATIONS OF THE STUDY

1. THE INSTRUMENT FOR THIS STUDY WAS SUGGESTED FROM A RESEARCH STUDY CONDUCTED TEN YEARS AGO IN THE FIELD OTHER THAN LEISURE SERVICES.
2. THE INTERVIEW INSTRUMENT WAS ACCURATE ONLY TO THE DEGREE THAT THE SUBJECTS ARE WILLING TO EXPRESS THEMSELVES OPENLY AND HONESTLY.
3. THE INTERVIEW INSTRUMENT WAS DESIGNED FOR QUALITATIVE ANALYSIS BUT WAS CODED FOR QUANTITATIVE ANALYSIS.
4. THE STUDY WAS LIMITED TO A GROUP OF WOMEN IN LEISURE SERVICES IN THE TWIN CITIES AREA AND CANNOT BE USED TO GENERALIZE ABOUT ALL WOMEN IN LEISURE SERVICES.
5. THE SAMPLE OF WOMEN IN THIS STUDY WAS NOT TESTED TO ASSURE SIMILAR SOCIO-ECONOMIC BACKGROUNDS.
6. THE RESPONSIBILITIES OF THE PRESENT PROFESSIONAL POSITION WAS NOT COMPARED TO THOSE OF OTHER SUBJECTS, BUT RATHER EACH SUBJECT WAS SELECTED UPON THE CRITERIA ESTABLISHED FOR SUPERVISOR RESPONSIBILITIES.

DEFINITION OF TERMS

THE FOLLOWING DEFINITION OF TERMS IS INCLUDED TO FACILITATE AN UNDERSTANDING OF THE STUDY.

1. FIELD OF LEISURE SERVICES: AGENCIES THAT REPRESENT THE POTENTIAL OF FREE-TIME OPPORTUNITIES THAT CONFRONT PEOPLE AND BEHAVIOR WHICH IS POTENTIALLY CONVERTIBLE TO WHOLESOME AND PLEASURABLE RECREATION EXPERIENCE.[10]
2. TWIN CITIES AREA; JURISDICTION COVERED BY THE METROPOLITAN COUNCIL OF MINNESOTA. THE SEVEN COUNTY AREA HAS A POPULATION OF OVER TWO MILLION PEOPLE, AND IS THE NATION'S FIFTEENTH LARGEST URBAN AREA.[11]
3. FEMALE UNDERGRADUATE STUDENT; A JUNIOR OR SENIOR WOMEN ENROLLED DURING THE WATER QUARTER 1981, IN THE DIVISION OF RECREATION, PARKS AND LEISURE STUDIES, COLLEGE OF EDUCATION, UNIVERSITY OF MINNESOTA.
4. FEMALE PROFESSIONAL IN LEISURE SERVICES; A WOMEN WHO HOLDS THE POSITION OF PROGRAM SUPERVISOR OR THE EQUIVALENT IN A LEISURE SERVICE AGENCY, AND WHO EARNED A BACHELOR'S DEGREE IN RECREATION OR A RELATED FIELD NO LATER THAN 1975.
5. PROGRAM SUPERVISOR OR THE EQUIVALENT; PERSON RESPONSIBLE FOR PARTICIPANT SATISFACTION, EMPLOYEE COMPETENCE IN DIRECTION AND INSTRUCTION OF ACTIVITIES AND IN PROGRAM ORGANIZATION AND DEVELOPMENT, AND GROWTH IN INDIVIDUAL AND GROUP WORK PERFORMANCE.[12]
6. SOCIALIZATION PROCESSES; PROCESSES OR STAGES THAT ALL INDIVIDUALS ENCOUNTER IN THEIR LIVES THAT ADAPT THEM TO A COMMON SOCIETY AND CULTURE. THE PROCESS OF DEVELOPING AND IMPLEMENTING A SELF-CONCEPT; IT IS A COMPROMISE PROCESS IN WHICH THE SELF-CONCEPT IS A PRODUCT OF THE INTERACTION OF INHERITED ATTITUDES, BIOLOGICAL MAKE-UP,

OPPORTUNITY TO PLAY VARIOUS ROLES, AND EVALUATIONS OF EXTENT TO WHICH THE RESULTS OF ROLE PLAYING MEET WITH APPROVAL OF THOSE IN SOCIETY.[13]

7. MANAGEMENT RELATED SUCCESS FACTORS; FACTORS THAT HAVE BEEN ESTABLISHED THROUGH PREVIOUS RESEARCH AS AFFECTING SUCCESS IN MANAGEMENT POSITIONS. (I.E. BIRTH ORDER IN FAMILY, RELATIONSHIPS WITH PARENTS, CHILDHOOD ACTIVITY PATTERNS; COLLEGE AND CAREER DECISIONS, ETC.)

SUMMARY AND IMPLICATIONS

THE SUMMARY AND IMPLICATIONS OF THIS STUDY WERE BASED ON THE TWO POPULATIONS DEFINED AND DESCRIBED IN THE SAMPLE. THIS STUDY SUGGESTED THAT TRENDS AND PATTERNS EXISTED WITHIN THE DEFINED SAMPLE AND SHOULD BE EXPLORED WITH MORE WOMEN IN THE FIELD OF LEISURE SERVICES.

THE POPULATIONS SURVEYED PRESENTED AN IMAGE OF OLDER WOMEN RETURNING TO SCHOOL AFTER A PERIOD OF WORKING MARRIAGE, OR DIVORCE. PERHAPS THOSE WOMEN STUDENTS WHO RETURNED TO THEIR EDUCATION AFTER OR DURING A CAREER OF MARRIED LIFE WERE YEARNING FOR SATISFYING CAREER EXPERIENCES, FELT IT WAS NECESSARY FOR ECONOMIC SURVIVAL, OR WERE BOWING UNDER THE SOCIETAL PRESSURES OF WHAT A FULFILLED WOMEN OUGHT TO BE. THE INTERVIEWER NOTICED A HESITANCY ON THE PART OF SOME STUDENTS TO DISCUSS THE ISSUES OPENLY OR TO BE TAPE RECORDED DURING THE INTERVIEW. THIS MAY HAVE BEEN DUE TO NONEXPOSURE OF A PARTICULAR ISSUE BEING DISCUSSED, LACK OF ACTUAL EXPERIENCE IN A PARTICULAR AREA, OR A SENSE OF DISTRUST OR DOUBT IN DISCUSSING TOPICS OPENLY WITH A PERSON WHO ALSO INSTRUCTED IN THEIR EDUCATIONAL PROGRAM.

THE IMAGE OF THE SUPERVISORS OFFERED THE IMPRESSION OF YOUNGER, MIDDLE AGED WOMEN WITH A MASTER'S DEGREE OR CONTINUING THEIR EDUCATION. THE WOMEN SUPERVISORS WHO WISHED TO CONTINUE MOVING TOWARDS MANAGEMENT POSITIONS IN THE FIELD OF LEISURE SERVICES WERE CONSCIOUSLY PURSUING JOB OPENINGS IN THE FIELD AND PARTICIPATING IN PROFESSIONALLY ORIENTED TRAINING EXPERIENCES. THE INTERVIEWER NOTICED WITHIN THE PROFESSIONAL POPULATION A DESIRE TO TALK ABOUT THE ISSUES WITH THE INTERVIEWER AND AN EXPRESSED DESIRE TO DISCUSS THOSE ISSUES WITH OTHER WOMEN IN THE FIELD. SOME OF THE PROGRAM SUPERVISORS FELT LOCKED INTO THEIR POSITIONS AND DID NOT KNOW WHO OR WHERE TO LOOK FOR POSITIONS WITH MORE

RESPONSIBILITY OR RANK.

THE PRESENCE OF MANAGEMENT RELATED SUCCESS SOCIALIZATION FACTORS AS ESTABLISHED IN RESEARCH ON WOMEN IN BUSINESS AND MANAGEMENT WAS NOT ASCERTAINED IN THE WOMEN IN THIS STUDY. MANY OF THE WOMEN WERE INTEGRATED IN A TOTAL FAMILY STRUCTURE AND DID NOT IDENTIFY THEIR FATHERS AS SPECIFICALLY SUPPORTING A PARTICULAR DEVELOPMENTAL PATTERN. WOMEN IN THIS STUDY CARRIED NON-TRADITIONAL WORK RESPONSIBILITIES IN THE HOME ENVIRONMENT AS WELL AS ACTIVE PARTICIPATION IN HOMEMAKING SKILLS. RELATIONSHIPS AND FRIENDSHIPS WITH OLDER PERSONS WERE NOT DEVELOPED SO AS TO AFFECT FUTURE INTERACTION WITH BOSSES, SUPERVISORS OR MALE SUPERIORS. THIS PERHAPS WAS AN ASSET TO INDIVIDUALS WHO WISHED TO ESTABLISH THEIR OWN IDENTITY AND INTERACTION PATTERNS WITHIN THE WORK SPHERE. MOST OF THE INDIVIDUALS IN THE STUDY HAD BEEN INVOLVED IN PART-TIME OR FULL-TIME WORK EXPERIENCES SINCE HIGH SCHOOL IN BOTH ENTRY LEVEL RECREATION POSITIONS. THESE VARIED WORK EXPERIENCES COULD PROVE TO BE AN ASSET IN DEVELOPING ADAPTABILITY AND ACCEPTANCE OF NEW OR CHANGED WORK ENVIRONMENTS.

PATTERNS OF SOCIALIZATION AROSE THAT AFFECTED CAREER CHOICE DECISIONS, ESPECIALLY THAT INFLUENCE FROM FAMILY AND FRIENDS. INDIVIDUALS IN THIS STUDY WERE AFFECTED BY SUPPORT FROM THEIR PARENTS TO BECOME INVOLVED IN SERVING THE NEEDS OF PEOPLE THROUGH COMMUNITY SERVICES, CLUBS AND ORGANIZATIONS, ETC. ALSO INFLUENCING CAREER DECISIONS FROM WITHIN THE FAMILY WERE FACTORS SUCH AS ALCOHOLISM, SIBLINGS WHO WERE MENTALLY RETARDED, BRUSHES WITH DEATH, DISABILITIES, AND ELDERLY RELATIVES. COLLEGE WAS ASSUMED BY THE MAJORITY OF THE SAMPLE AND PRESENTS THE ISSUE OF WHETHER ADOLESCENTS WERE OFFERED ALTERNATIVE EDUCATIONAL OR VOCATIONAL

CHOICES. MARRIAGE AND A COMBINED CAREER CARRIED WEIGHT WITHIN THIS STUDY BUT ALSO ASSUMED QUALIFICATIONS WHICH INDICATED THAT THIS HAS NOT OBTAINED NATURAL ACCEPTANCE WITHIN SOCIETAL EXPECTATIONS. COLLEGE PROBLEMS EITHER DID NOT EXIST FOR A GROUP OF THE PROFESSIONAL POPULATION OR THOSE PROBLEMS THAT WERE ENCOUNTERED DURING THE HIGHER EDUCATION EXPERIENCE WERE MINIMIZED IN SCOPE WHEN COMPARED TO EXISTING REALITIES. STUDENTS' VIEWS AND ATTITUDES EXPRESSED A GREAT DEAL OF IDEALISM WHILE PROFESSIONALS OFFERED NOTES OF CYNICISM AS THEY DISCUSSED REALITY. THIS MAY BE EXPLAINED FROM THE STANDPOINT THAT THE STUDENTS DO NOT HAVE A CLEAR PERSPECTIVE OF THE FIELD FROM LACK OF EXPERIENCE OR THAT THE EDUCATIONAL PROGRAMS BEING OFFERED TO THEM HAVE INSTILLED HOPES AND HIGH EXPECTATIONS FOR THEIR PROFESSION.

THE WOMEN IN THIS STUDY FURNISHED DEFINITE PERCEPTIONS ABOUT SUPERVISORS AND ADMINISTRATORS IN THE FIELD OF LEISURE SERVICES. A GOOD WORK ENVIRONMENT WAS NECESSARY FOR THE INDIVIDUALS TO DESIRE TO REMAIN IN AN AGENCY, DEPARTMENT, OR ORGANIZATION. INTERESTING TO NOTE WAS THE WILLINGNESS TO REMAIN IN A POSITION WITH LESS RESPONSIBILITY AND RANK IF THE BENEFITS OF THE POSITION WERE COMFORTABLE. FROM THIS MUST ARISE THE ISSUE OF COMPLACENCY AS OPPOSED TO A DESIRE FOR UPWARD MOBILITY. THE SAMPLE WAS DIVIDED IN THEIR ANALYSIS OF THE MALES' ATTITUDE TOWARD FEMALES IN THE ADMINISTRATIVE RANKS OF THE PROFESSION. MANY OF THESE OBSERVATIONS AROSE FROM FIELD-BASED EXPERIENCE. POSITIVE AND NEGATIVE COMMENTS WERE RECEIVED ABOUT SUPERVISORS IN THE FIELD. ONE CAN ONLY SUGGEST THAT HIGH STANDARDS AND EXPECTATIONS BE PLACED ON THOSE INDIVIDUALS EMPLOYED AS SUPERVISORS OR ADMINISTRATORS IN THE PROFESSION. IT WAS NOT CONSIDERED A PROBLEM FOR WOMEN TO SUPERVISE MEN IN THE FIELD BUT THE ISSUES AROSE OVER THE STYLES OF SUPERVISION EMPLOYED IN VARIOUS SITUATIONS. NOTED WAS THE EASE OF SOME FEMALE

SUPERVISORS IN THIS SITUATION WHO HANDLED ALL OF THEIR STAFF IN A SIMILAR AND RESPECTFUL MANNER. THE ATTRIBUTES AND SKILLS EMPHASIZED FOR WOMEN TO BE SUCCESSFUL IN THE FIELD WERE SELF-CONFIDENCE AND GOOD COMMUNICATION SKILLS. SELF-CONFIDENCE INTEGRATED THOSE AREAS OF SELF-RESPECT, PERSONAL SUPPORT SYSTEMS OUTSIDE OF WORK, SKILLS NECESSARY FOR A PARTICULAR POSITION, AND AN UNDERSTANDING OF ONE'S SELF AS A PERSON AND A FEMALE. COMMUNICATION SKILLS INCORPORATED THE RESPECT NECESSARY TO WORK WITH OTHER PEOPLE, HONESTY, OPENNESS TO DISCUSS ISSUES, WRITTEN AND VERBAL TRAINING, AND A SINCERITY IN ONE'S APPROACH.

PARTICIPANTS IN THE STUDY WERE NOT NEGATIVE ABOUT THEIR OWN EDUCATIONAL EXPERIENCES BUT PRESENTED MANY SUGGESTIONS AND IDEAS THAT THEY FELT SHOULD BE PURSUED IN EDUCATION. STUDENTS HAD DEFINITE EXPECTATIONS CONCERNING THEIR EDUCATION EXPERIENCE AND PROFESSIONALS OFFERED MANY CONCRETE IDEAS BASED ON THEIR EXPERIENCES, BUT BOTH POPULATIONS DID NOT FEEL THAT THEIR IDEAS WERE SOLICITED IN THE DEVELOPMENT OF COURSE OFFERINGS, STRUCTURING PROGRAMS, OR REQUIRED FIELD EXPERIENCES. BOTH POPULATIONS EXPRESSED AN INTEREST AND DESIRE TO INTERACT WITH THE OTHER AND GENERALIZED ABOUT THOSE INTERACTIONS, BUT NEITHER GROUP IDENTIFIED OR KNEW OF A RESPONSIBLE PARTY TO DEVELOP THAT AVENUE OF EXCHANGE.

RECOMMENDATIONS

THE RECOMMENDATION SECTION FALLS INTO TWO MAJOR CATEGORIES: RECOMMENDATIONS THAT MAY BE SUGGESTED FOR RESEARCH - METHODOLOGICAL CHANGES AND RESEARCH AREAS TO BE FURTHER PURSUED; AND RECOMMENDATIONS THAT MAY BE SUGGESTED FOR THE PROFESSION - FOR PRACTITIONERS, FOR EDUCATORS, AND SPECIFICALLY FOR WOMEN PURSUING A CAREER IN LEISURE SERVICES.

THIS STUDY WAS DEVELOPED IN AN EXPLORATORY MANNER WITHIN THE FIELD OF LEISURE SERVICES TO POSSIBLY SUGGEST FURTHER AVENUES OF RESEARCH.

1. THE INSTRUMENT COULD BE CHANGED FROM AN OPEN-ENDED INTERVIEW SCHEDULE TO A CLOSED-RESPONSE QUESTIONNAIRE.
2. IF THE RESEARCH UTILIZED A QUESTIONNAIRE APPROACH, THE SAMPLE COULD BE ENLARGED TO COVER MEMBERS OF THE PROFESSIONAL WOMEN'S ORGANIZATION IN LEISURE SERVICES. FEMALE MEMBERSHIP IN A STATE PARKS AND RECREATION ORGANIZATION, OR A SAMPLE GROUP OF WOMEN MANAGERS ACROSS THE UNITED STATES IN LEISURE SERVICES.
3. THE POPULATION DEFINITION OF THE SAMPLE COULD BE LIMITED TO A SPECIFIC AREA OF LEISURE SERVICES TO ALLOW A CLOSE STUDY OF THE PROFESSIONALS IN THAT AREA (I.E. THERAPEUTIC RECREATION, COMMUNITY RECREATION, OUTDOOR EDUCATION ETC.).
4. A SMALL SAMPLE COULD AGAIN BE UTILIZED TO COMPARE MEN'S AND WOMEN'S ATTITUDES WHO ARE EMPLOYED IN SIMILAR POSITIONS.
5. OPEN-ENDED INTERVIEWS COULD BE CONTINUED IN RELATED RESEARCH IF THE SCOPE OF THE STUDY WAS MORE LIMITING THAN THE ONE DESCRIBED. MORE INFORMATION COULD BE GATHERED FROM PARTICIPANTS IN AN INTERVIEW IF THE SUBJECTS AND INTERVIEWER COULD CONCENTRATE ON ONE OF THE AREAS OF THIS STUDY RATHER THAN TOUCH ON MANY PIECES OF INFORMATION THAT PROVIDES INCONCLUSIVE DATA.

MANY TOPICS OR ISSUES WERE PURSUED IN THIS RESEARCH STUDY AND LEND THEMSELVES TO SUGGESTIONS FOR FURTHER RESEARCH.

1. A SURVEY COULD BE DEVELOPED FOR WOMEN MANAGERS IN THE COUNTRY TO DETERMINE THE PRESENCE OF MANAGEMENT RELATED SUCCESS SOCIALIZATION FACTORS.
2. WOMEN STUDENTS ENROLLING IN LEISURE SERVICE PREPARATION PROGRAMS COULD BE COMPARED WITH A POPULATION OF WOMEN STUDENTS PURSUING BUSINESS MANAGEMENT.
3. CAREER CHOICE PATTERNS COULD BE FURTHER EXPLORED IN RELATION TO THE DEVELOPMENT OF EDUCATIONAL PROGRAMS IN LEISURE SERVICES.
4. INVESTIGATION COULD BE INITIATED TO DETERMINE THE STANCE OF HIGH SCHOOL GUIDANCE COUNSELORS AND COLLEGE CAREER COUNSELORS TOWARDS THE LEISURE SERVICE PROFESSION.
5. GENERAL SURVEY METHODS COULD BE EMPLOYED TO INVESTIGATE ADMINISTRATORS' VIEWS, BIASES, AND EXPECTATIONS OF WOMEN IN THE FIELD.
6. SUPERVISORY ATTITUDES AND DEMONSTRATIONS COULD BE OBSERVED TO DETECT PREVALENT STYLES IN THE MANNER OF LEISURE SERVICE SUPERVISION.
7. THE POSSIBILITY OF SUBTLE DISCRIMINATION IN THE FIELD COULD BE PURSUED WITH BOTH MALE AND FEMALE POPULATIONS.
8. DEFINITIONS OF WHAT PROFESSIONALS CONSIDER A GOOD WORK ENVIRONMENT COULD BE INVESTIGATED.
9. AN ASSESSMENT OF CONTINUING EDUCATION NEEDS OF PROFESSIONALS COULD BE FURTHER PURSUED.
10. MARRIED PERSONS IN THE FIELD OF LEISURE SERVICE COULD BE STUDIED TO EXAMINE THEIR HANDLING OF A COMBINED CAREER AND MARRIAGE.

11. DIFFERENCES IN ATTITUDES CONCERNING THE ROLE OF WOMEN IN LEISURE SERVICES COULD BE ANALYZED ACCORDING TO VARIOUS AGE SPECTRUMS.
12. THE IMPORTANCE OF A ROLE MODEL AND/OR MENTOR COULD BE SCRUTINIZED IN RELATION TO WOMEN'S DEVELOPMENTS IN A CAREER.

IT IS SUGGESTED THAT THE PROFESSION OF RECREATION, PARKS AND LEISURE SERVICES CONSIDER THE FOLLOWING COMMENTS BASED UPON THE RESULTS OF THIS STUDY. PRACTITIONERS IN THE FIELD OF LEISURE SERVICES:

1. SHOULD CONTINUE TO APPROACH THE ELIMINATION OF JOB DESCRIMINATION IN A POSITIVE MANNER;
2. SHOULD MAKE A CONCERTED EFFORT TO ATTRACT ALL QUALIFIED PERSONS TO JOB OPPORTUNITIES REGARDLESS OF SEX; AND
3. COULD DEVELOP ORGANIZATIONAL POLICIES THAT WOULD ENCOURAGE MANAGEMENT TRAINING EXPERIENCES.

EDUCATIONAL PROGRAMS IN LEISURE SERVICES:

1. SHOULD CONTINUE TO ACKNOWLEDGE AND UTILIZE PROFESSIONAL EXPERTISE AVAILABLE FROM THE FIELD;
2. SHOULD REGULARLY SCRUTINIZE STUDENTS' NEEDS AND EXPECTATIONS FOR CAREER DEVELOPMENT;
3. SHOULD CONTINUALLY UPDATE EDUCATIONAL DEVELOPMENT TO MEET AND PRECEDE THE NEEDS OF THE PROFESSION; AND
4. COULD ASSESS APPROPRIATE AVENUES OF INCLUDING BOTH MALE AND FEMALE FACULTY MEMBERS IN THEIR PROGRAMS.

WOMEN IN THE FIELD OF LEISURE SERVICES:

1. COULD BENEFIT FROM A REALIZATION OF SELF AND PERSONAL WORTH;
2. SHOULD BE INFORMED OF REALISTIC JOB EXPECTATIONS IN ORDER TO BE CONSIDERED FOR PROFESSIONAL POSITIONS; AND
3. COULD FOCUS THEIR TRAINING, ASSERTIVENESS, AND COMMITMENT ON THEIR DESIRE TO CONTINUE PROGRESSING IN THE FIELD OF RECREATION, PARKS, AND LEISURE SERVICES.

PROGRESS HAS BEEN MADE IN THE ATTEMPTS TO ELIMINATE DISCRIMINATION AGAINST WOMEN IN MANAGEMENT AND TO OFFER UPDATED EDUCATIONAL EXPERIENCES FOR NEW GENERATIONS OF PRACTITIONERS, BUT A CONSTANT EFFORT IS NECESSARY TO INSURE EQUALITY, RESPECT, AND AN UNDERSTANDING OF ALL PERSONS. THIS SHOULD BE THE MANDATE OF INTELLIGENT AND HUMANISTIC INDIVIDUALS IN THE FIELD OF LEISURE SERVICES AS WE CONTINUE TO FURTHER OUR PROFESSION AND DISCIPLINE.